



United Way
Greater Toronto

Request for proposals

FOCUS Toronto: Impact Evaluation

United Way Greater Toronto

April 2024

1. Invitation

United Way Greater Toronto (UWGT) is inviting qualified consultants with experience in the community and non-profit sector, in-depth research, and community facilitation to:

- Facilitate group sessions, conduct surveys and analyze data in order to conduct an evaluation to determine the impact, positive and negative, FOCUS Toronto has on the systems, organizations, neighbourhoods and people it serves.
- Work with a sample of FOCUS member agencies to reach out to clients to determine socio-demographic make-up of individuals served by FOCUS Toronto.
- Update evaluation framework to include anti-oppressive and anti-racism language.
- Conduct survey to determine depth of FOCUS member understanding of risk categories and factors
- author a report based on all the findings

2. Background

Furthering Our Community by Uniting Services (FOCUS) is an initiative led by the City of Toronto (the City), United Way Greater Toronto (UWGT) and Toronto Police Service (TPS), which aims to reduce crime, victimization, harm and improve community resiliency in the Toronto area.

FOCUS Toronto was first established in 2013 upon seeing the successful implementation of the HUB model in Prince Albert, Saskatchewan. The objective of the HUB model is to identify individuals or families experiencing complex vulnerabilities that cannot be addressed by a single agency alone, and instead provide a collaborative response that involves multiple agencies across human services to respond the specific needs of the identified individual and/or family. The HUB model identifies the need for multisector involvement for individuals and families experiencing complex vulnerabilities and provides the space and structure for agencies to collaborate and respond to the identified need. With the HUB model, crisis response and intervention are assigned to agencies that are best suited to address the need.

Following the HUB model, FOCUS Toronto provides the structure and coordination support which allows for immediate access to services and support provision across human services for community members experiencing high levels of vulnerabilities. FOCUS Toronto unites agencies across five different sectors each week to provide a targeted, wrap-around approach to individuals and families experiencing high levels of risk for crisis or trauma. In 2021, the multi-sectoral membership across 156 agencies included representation from Community and Social Services, Housing, Health, Education, Justice, and Child and Youth Services. FOCUS representatives are a combination of front-line and managerial staff.

Since its inception in 2013, FOCUS Toronto has grown from one Situation Table in Rexdale to six Situation Tables across the City. Today, the six Situation Tables include FOCUS Black Creek, Downtown East, Downtown West, Scarborough, Rexdale and York. FOCUS York is the newest

FOCUS Situation Table, introduced in November 2021. FOCUS Toronto covers 13 Toronto Police Service (TPS) Divisions.

From 2013-2023, FOCUS Toronto has intervened in over 5935 situations comprising of over 10k people across the city.

3. Purpose

The purpose of this work is to:

- To conduct an impact evaluation that considers the Impact of FOCUS Toronto 2013 - 2023
 - Consider the impact that FOCUS Toronto is having on Toronto's service system, the community as well as long-term impacts of FOCUS interventions on clients served
 - collect sociodemographic data that can be analyzed along with existing FOCUS Toronto situation data
- To update evaluation framework and theory of change, drawing on the emergent learnings from the evaluation
 - validate FOCUS Toronto risk data by assessing FOCUS members' understanding of risk definitions
 - provide recommendations for the improvement of Focus Toronto based on input from FOCUS Toronto member agencies, Service Users, and Administrative data

4. Evaluation Questions:

1. To what extent did the intended impacts match the stated priorities of Focus Toronto and the partners? (relevance)
2. For whom, in what ways and in what circumstances did the intervention work? (effectiveness)
3. What variations were there in implementation? What has been the quality of implementation in different sites? To what extent and in what ways did implementation change over time as the intervention evolved? (effectiveness)
4. What helped or hindered the intervention to achieve these impacts? (effectiveness)
5. What unintended impacts (positive and negative) did the intervention produce? (

5. Scope of work

For this contract, UWGT is interested in working with a qualified consultant(s) to conduct and deliver on the following:

- i. Finalized methodology and work plan
- ii. Use a mixed-methods approach to analyze administrative data, and conduct interviews from the following sources: administrative data (FOCUS Toronto), Interviews with Stakeholders (FOCUS Members, key informants), Interviews with Clients and families of service users (contacted with support of FOCUS member agencies), and a review of existing literature, policy and plans.
 - a. Work with FOCUS member agencies to reach out to a sample of clients from 6 situation tables. Clients are to be provided an honorarium for their participation. There are 156 FOCUS Toronto agencies and over 10000 clients served since 2013.
- iii. Updated evaluation framework that includes anti-oppressive and anti-racism language and metrics.
- iv. Revise existing theory of change considering the creation of SAFE TO
- v. Final report: A final report, written in accessible and plain language, is expected to integrate the impact evaluation, socio-demographic trends and risk validation.
- vi. Updated Evaluation Framework: may be provided separately or as an appendix to the evaluation report

6. Consultant role and relationship with United Way staff

The consultant will report directly to the FOCUS Impact Evaluation Committee who will be managing this project. The consultant will meet with the FOCUS Steering Committee as required to provide updates on the progress of the project and present findings to FOCUS membership.

7. Consultant qualifications and considerations

- Demonstrated in-depth knowledge of the community and voluntary sector.
- Experience conducting literature reviews, performing needs assessment and facilitating community conversations preferably in a non-profit context.
- Ability to analyze and synthesize quantitative and qualitative data, as well as produce a high-quality, plain-language written report.
- Ability to work collaboratively with UWGT staff and its partners.
- Ability to manage this project as necessary to meet deadlines and deliver high-quality deliverables.

8. Proposal requirements

The Proposal should not exceed 3,000 words in total, including details on how the budget will be used, but excluding appendices (CV, writing samples, references, etc.). Type size should be 12 pt. The following specific content is required to be included in the proposal:

Name and contact information

Reference Information

- Description of the applicant's work, including experience in projects involving the community and voluntary sector. Attach a separate CV if needed.
- List of similar projects currently or previously undertaken.
- Names and contact information of three references for whom the applicant has completed relevant projects.
- 2-3 examples of executive summaries and one full report written by the applicant (or other examples of knowledge exchange/mobilization work writing for a diverse community-based audience).

Proposal

Overview of the applicant's understanding of the scope and requirements of the project, and the approach that the applicant will take.

- A proposed research strategy with rationale for chosen methods and tools.
- A high-level work plan that considers the deliverables.
- A clear breakdown of the tasks, showing the amount of time each member of the consultant team will spend on this project.
- A brief description of how the applicant would work with UWGT staff managing the project.
- A budget for the total cost of the work, including all personnel, materials, and other expenditures.

9. Budget

A maximum of \$50,000 inclusive of taxes, with justification through daily consultancy rates. See Appendix B for template.

10. Application deadline

April 26, 2024

11. Questions/inquiries

Evon Smith, esmith@uwgt.org

Appendix: Budget Estimate Template

Project Component 1:

Date/Timeline:

Team member title, estimated # Hours at \$, Total

Team member title, estimated # Hours at \$, Total

Team member title, estimated # Hours at \$, Total

Project Component 1 Subtotal:

Project Component 2:

Date/Timeline:

Team member title, estimated # Hours at \$, Total

Team member title, estimated # Hours at \$, Total

Team member title, estimated # Hours at \$, Total

Project Component 2 Subtotal:

Project Component 3:

Date/Timeline:

Team member title, estimated # Hours at \$, Total

Team member title, estimated # Hours at \$, Total

Team member title, estimated # Hours at \$, Total

Project Component 3 Subtotal:

Involvement of People with Lived and Living Experience:

Estimated Honorarium Total (for people with lived & living experience): (x number of honoraria at \$) = \$

Travel: x number of people at \$ 6.70

Food: x number of people at up to \$12 for breakfast, up to 15 for lunch, up to \$22 for dinner per person, total

Childcare: x number of children \$25/ hour for 4-5 children at an agency.

PLLE Subtotal:

Estimated Subtotal Cost:

Tax

Estimated Total Cost: